



## Cluster 9 Recommendations and Priorities

The development of the draft reinvestment recommendations involved summarizing the results from the various focus group workshops and visioning sessions, in addition to synthesizing the information gathered in the Asset Profile report. Cluster Board members and community stakeholders were presented with the draft recommendations and a strategic initiatives map, to aid in visualization of land use recommendations, for review and revision. Meeting discussions brought forth additional concerns and information, as well as new issues that were not identified in previous workgroups. Additions and revisions were made and brought forth to the community members for approval. Upon approval of the recommendations, Cluster Board Members and interested stakeholders were asked to individually identify the three most important recommendations within each topic group (housing, neighborhood commercial, job centers, transportation, youth development and special issues). All results were returned to the Technical Assistance Team for database compilation. The top three recommendations for each topic group were again presented to community members for final approval.

### ***Neighborhood Commercial***

#### ***Goal Statement:***

***Devote community resources to reestablish quality commercial districts that provide goods and services for area residents while maintaining an identity as a vital area with opportunities for community interaction.***

#### ***Objective 1***

**Promote quality commercial districts that include a variety of uses such as professional services, recreation, commercial retail and health care.**

#### ***Policy and Organization Recommendations***

- Survey residents to determine the demand for retail uses in the area.
- Develop a marketing program to recruit desirable new uses to the area.
- Develop building and site design guidelines for area businesses and seek voluntary compliance.
- Review and enforce existing zoning regulations to encourage infill and new mixed-use districts, which include a variety of new businesses and reflect the stability of neighborhoods behind.
- Review zoning at the former Grace Hospital site to prevent undesirable uses.
- Revise zoning rules to limit types of business within a given distance.

#### *Financial Recommendations*

- Encourage residents to develop businesses or invest in business development in the area through forming a community bank which can pool resident resources to help finance projects which meet community standards.
- Support "mom & pop" stores in neighborhoods which can be of benefit to the community by providing needed goods and services at the local level.
- Encourage residents to support quality businesses.

#### *Land-use Recommendations*

- Promote new commercial district development on Livernois between Fenkell and Lyndon which incorporates uses related to market strengths of the surrounding neighborhoods, University of Detroit and Marygrove College.
- Cluster neighborhood services featuring automotive, day care, and convenience stores on subsidiary roads such as Puritan. Discourage further development of non-neighborhood uses and encourage these to relocate to major roads.
- Reduce the number of undesirable or disruptive businesses such as pager stores on Seven Mile between Lodge and Greenfield in order to discourage single use districts and teen cruising.
- Regulate the density of storefront churches to reactivate neighborhood commercial districts with a variety of weekday uses.
- Incorporate institutional uses such as day care, destination businesses, and new commercial uses near Sinai Hospital on the former Mt. Carmel site.
- Conduct market analysis of the Mt. Carmel site to determine the best use which may include senior housing, big box development, educational uses, or multi-family housing.
- Discourage development of inappropriate businesses along the Lodge Freeway service drive and replace with a buffer, if more appropriate.
- Enhance the entrance image at the major intersection at Greenfield/Lodge/Eight Mile roads.
- Expand medical related uses at the shopping center at Southfield and Outer Drive.

#### ***Objective 2***

**Plan for the stability of the major Cluster 9 commercial districts through activate commercial district organizations that interact with the neighborhoods and provide technical assistance for business development at the local level.**

#### *Policy and Organization Recommendations*

- Establish a special council to guide the redevelopment of the commercial and housing areas south of Fenkell between Livernois and Wyoming. Evaluate the market potential for new commercial undertakings.
- Provide listings of programs at NILAC, U of D Mercy Small Business Development programs, Wayne State University and Marygrove College that promote small business development.
- Provide funding support to increase capacity of local business development programs.
- Partner with large institutions in Cluster 9 to serve as development anchors for commercial development.

#### *Land-use Recommendations*

- Promote the development of a BID district in commercial zones.
- Cluster new mixed-use development at Fenkell and Livernois.
- Encourage neighborhood organizations to acquire vacant properties to return to greenspace or reuse for housing.
- Encourage community organizations to develop a list of dangerous and abandoned buildings to target for demolition.
- Develop a site for a local One Stop Capital Shop for local business entrepreneurial center.

### ***Objective 3***

#### **Promote existing commercial districts and the rehabilitation of existing buildings.**

##### *Policy and Organization Recommendations*

- Review the feasibility of reusing existing structures.
- Encourage stronger business organizations that can promote districts. (See B above)

##### *Finance Recommendations*

- Request funds from area lenders to establish a revolving fund pool for rehabilitation and façade improvements.

##### *Land Use Recommendations*

- In the Grand River commercial area attract and cluster uses such as a regional commercial automotive repair center and a major anchor.
- In order to reduce crime and encourage shared parking on Seven Mile between Greenfield to Southfield, encouraging the clustering of commercial facilities near major intersections.
- Take advantage of the opportunities for strip development in the Eight Mile commercial area.
- Target commercial uses south of Greenfield to provide daytime uses for nearby employee and residential uses.
- Cluster commercial uses at the Lodge Freeway service drive which do not require high pedestrian or drive-by traffic such as attorney offices or medical offices.

### ***Housing***

#### ***Goal Statement:***

***Improve and develop quality residential neighborhoods which reflect the historic character of northwest Detroit.***

### ***Objective 1***

**Partner with lenders to create information networks which provide education and technical assistance about financing and managing home improvement programs for local residents.**

##### *Policy and Organization Recommendations*

- Form a housing coalition organization consisting of Northwest Detroit organizations undertaking housing redevelopment projects in Cluster 9 to coordinate and share information regarding issues and procedures.
- Request that City CDBG funds for demolition be matched with equal amounts for rehabilitation of viable vacant houses by the housing coalition or other appropriate organization.
- Identify the lending institutions that provide service to Cluster 9 and create a database of information.
- Disseminate lender information at the community level through Business Associations, block clubs, churches, and other community outreach methods. (See Asset Profile)
- Hold quarterly meetings with a housing coalition group.
- Provide homeowner counseling programs.
- Educate homeowners regarding effective maintenance.
- Continue effective Housing Rehabilitation Program and expand the housing rehabilitation to bordering neighborhoods such as Minock Park.
- Utilize the experience of housing organizations (GRDC/DNHS) to spin-off additional neighborhood based housing development corporations.

- Increase the participation by financial institutions and corporations at the community organization level to enhance understanding and capacity to assist with financing needs.
- Enforce Community Reinvestment Act requirements by local lenders.
- Conduct home repair seminars at local organization meetings.

#### *Finance Recommendations*

- Enlist the Detroit Neighborhood Housing Services Corporation to provide information to housing or neighborhood organizations to gain access to funds available for home repair programs.

### ***Objective 2***

**Increase levels of home-ownership by promoting programs that provide technical assistance and first time homeowner education.**

#### *Policy and Organization Recommendations*

- Identify key community-based organizations in Cluster 9 that have an interest in promoting home improvement within their mission.
- Identify the intermediary organizations (MSHDA, Fannie Mae, Freddie Mac, etc.) which provide first-time homeownership assistance.
- Develop an annual homeownership forum to provide information about mortgage requirements, home and yard maintenance, and responsibilities for first-time homebuyers.
- Create a listing of all first-time homeowner assistance programs through a database of information.
- Create an Information ClearingHouse on assistance information/organizations.
- Provide rehab programs for existing housing.
- Engage the key CBOs to assist in marketing first-time homebuyers programs to the larger community through newsletters, public service announcements, block club meetings, libraries, etc.
- Engage the DHS to provide greater services to the Cluster 9 area.

#### *Land Use Recommendations*

- Investigate the potential for encouraging the Federal Housing and Urban Development Agency (HUD) to develop new scattered-site single family housing to the area if vacant land can be set-aside for a first-time homeownership program.
- Partner with community organizations and HUD to assure quality of infill development projects by private, non-profit or federal programs.

### ***Objective 3***

**Develop a mixture of new, high-quality, yet affordable housing options to encourage city residency by variety of households seeking a quality living environment.**

#### *Policy and Organization Recommendations*

- Encourage builders to provide income-integrated infill housing in the areas which are affordable to first-time homebuyers.
- Market the annual Homeownership Forum (See item B above) to the greater Detroit area to advertise the assets of the community to a larger market area and provide information about home ownership opportunities in Cluster 9.

#### *Land Use Recommendations*

- Build townhouses, particularly on Schoolcraft Road for "empty-nesters," seniors, or other small household formation types.

- Build new multi-family homes in former commercial areas.
- Promote the redevelopment of former commercial corridors such as Schoolcraft which can accommodate townhouses targeted for low/moderate income households and/or the elderly. (See Commercial)
- Build multi-family homes on Greenfield between Pembroke and Seven Mile Road.
- Review the development potential for the former Grace Hospital site for use as a senior housing or multiple family site.
- Build a townhouse development as a replacement for small business in major thoroughfares.
- Replace deteriorated housing in the area between Marygrove and the University of Detroit Mercy. Create infill and multi-family housing.
- Replace obsolete commercial uses with multi-family housing (townhouses) on Schoolcraft.

#### ***Objective 4***

**Encourage enforcement of local codes to either remove or rehabilitate substandard housing.**

##### *Policy and Organization Recommendations*

- Work with code enforcement agencies.
- Assist the City with determining houses for demolition by generating a priority listing of vacant and severely deteriorating housing for renovation and demolition.

##### *Land Use Recommendations*

- Remove buildings that cannot be rehabilitated.
- Preserve mixed-use, multi-housing at Greenfield and the railroad right-of-way.

### ***Job Centers***

#### ***Goal Statement***

***Recreate effective transportation systems and infrastructure that connect residents with Detroit neighborhoods, downtown and suburban destinations.***

#### ***Objective 1***

**Develop employment and training opportunities related to commercial redevelopment.**

##### *Policy and Organization Recommendations*

- Encourage community partnering with developers to ensure that area residents are offered training and employment as new commercial development occurs.
- Develop programs with local colleges and universities.
- Develop high school programs leading to jobs.
- Establish standards for encouraging local hiring objectives for new development.

##### *Financial Recommendations*

- Partner with JTPA and other governmental job training agencies.

##### *Land Use Recommendations*

- Identify or develop a site for a job incubator program.

### ***Objective 2***

**Encourage local businesses and associated trade unions to work as a group and part of the community.**

#### *Policy and Organization Recommendations*

- Hold a business expo to introduce opportunities to potential uses.
- Relate to the businesses the "profit" of working with (partaking in) the community. Sell them on the strengths of the community so that they will "buy into" the community.
- Publicize Business Association's activities in community newsletters.

#### *Financial Recommendations*

- Develop an umbrella bonding and insurance program to cover small businesses.

#### *Land Use Recommendations*

- Redevelop the Renaissance Zone and neighboring industrial park bordering rail line to expand with hi-tech businesses within a beautiful environment with pedestrian access for area residents and employees.

### ***Objective 3***

**Develop a state-of-the-art job information network that is accessible to area residents to provide job placement and skills requirements for area employment.**

#### *Policy and Organization Recommendations*

- Recruit Marygrove and/or the University of Detroit Mercy business schools to partner with the Detroit Library and Neighborhood City Hall to provide an internet web page which is accessible by area residents to review employment opportunities and communicate with potential employers.
- Work with MESC to develop a local job bank facilitated by local organizations.
- Establish a web page through the public library.
- Train residents to use computers.
- Facilitate placement of computer stations at libraries, commercial and key business locations.

### ***Objective 4***

**Encourage local employment for local people through dialogue between businesses, employers, and the community.**

#### *Policy and Organization Recommendations*

- Identify organizations which are best suited to take on the responsibility for creating a job mart and reference pool. (See Organizations in Asset Profile)
- Conduct a survey of all area businesses to create a database of employment categories by location, all SIC codes, employee descriptions, and skill requirements. Continually update the database on a bi-annual basis.
- Hold a business fair.
- Coordinate/facilitate a dialogue between organizations.

#### *Financial Recommendations*

- Encourage community associations to pay a portion of wages with scholarships.

### ***Objective 5***

**Encourage mentoring, teaching and sharing of knowledge by businesses and local education resources including public, private and higher education facilities.**

#### *Policy and Organization Recommendations*

- Recruit mentors.

## ***Transportation***

### ***Goal Statement***

***Recreate effective transportation systems and infrastructure that connect residents with Detroit neighborhoods, downtown and suburban destinations.***

### ***Objective 1***

**Improve neighborhood and thoroughfare road conditions.**

#### *Policy and Organization Recommendations*

- Establish sub-committees in Community Associations to focus on efforts.
- Educate the Community Association newsletter about issues such as state, county, and city responsibilities, budgets, plans, etc.

#### *Land Use Recommendations*

- Work with DDOT and the Wayne County Road Commission on the following:
  - Repave the streets.
  - As they become vacant, replace homes along freeway with a green belt buffer.
  - Buffer freeway noise with greenspace at Southfield and Lodge service drives.

### ***Objective 2***

**Facilitate better service by SMART and DDOT to city and suburban locations for Cluster 9 residents.**

#### *Policy and Organization Recommendations*

- Get information out to the community regarding routes and scheduling.
- Advocate for combined services.

### ***Objective 3***

**Encourage alternative transportation modes to serve Cluster 9 residents and businesses, i.e. Jitneys, flexible mini-vans, car pools, taxis, and light rail.**

#### *Policy and Organization Recommendations*

- Work with established agencies to create shuttle or car pool linkages.
- License jitneys.
- Thoroughly publicize shuttle sites and routes so citizens have full opportunity to utilize them.
- Link the shuttle service to recruitment opportunities. (See Jobs)
- Encourage corporations to establish shuttle stations at critical locations to allow Cluster 9 residents transportation to job centers located outside of the area.

#### *Land Use Recommendations*

- Establish shuttle stations near commercial sites and major intersections, recommended at Grand River/Greenfield and near the Jeffries Freeway.

#### ***Objective 4***

**Report and demand improvements to deteriorated bus shelters and bus stops which discourage public usage.**

##### *Policy and Organization Recommendations*

- Create a Community-Adopt-A-Shelter program. Schools could fabricate artistic elements into shelters.

### ***Environment***

#### ***Goal Statement***

***Empower people to enhance the quality of life in neighborhoods***

#### ***Objective 1***

**Create a beautiful environment for youth using media images which promote a better quality of life.**

##### *Policy and Organization Recommendations*

- Instill an ethic of community pride in youth which favors a healthy and clean environment over blight.

##### *Land Use Recommendations*

- Create pedestrian paths and re-landscape parks.
- Clean sidewalks and remove weeds.
- Improve the park system at the Adams Butzel Center.
- Improve the tot lot at St. Timothy's Church at Puritan and Archdale with appropriate equipment for smaller kids.
- Improve the landscape of the O'Shea Recreation Center for passive recreational uses.

#### ***Objective 2***

**Promote community stewardship of public streets to enhance the quality of the residential community.**

##### *Policy and Organization Recommendations*

- Develop welcome kits for new residents which provide information about neighborhoods, cultural diversity, home ownership responsibility and other issues.

#### ***Objective 3***

**Promote good schools as an integral part of the neighborhood.**

##### *Policy and Organizational Recommendations*

- Promote and reward corporate sponsorship of schools through Adopt-A-School and other programs.
- Establish closer ties between schools and neighborhoods.
- Promote local schools in newsletters.



#### ***Objective 4***

**Reduce high insurance costs (red-lining) and other corporate policies which discourage new homeowner opportunities in the area.**

##### *Policy and Organization Recommendations*

- Partner community organizations with banks and insurance companies for home improvements.

#### ***Objective 5***

**Suggest changes to business and institutional parking needs which are conducive to enhanced visibility and quality of environment.**

##### *Policy and Organization Recommendations*

- Encourage shoppers to boycott those businesses which do not demonstrate community pride through maintaining cleanliness standards in parking lots and sidewalks.

##### *Land Use Recommendations*

- Plant trees using security through environmental design guidelines.
- Encourage businesses to establish a block club system for self-policing of litter and substandard storefront practices.
- Create a footpath and open greenspace linking old rail line with industrial uses in the Renaissance Zone and light industrial areas near Lyndon and Livernois to Southfield.

#### ***Objective 6***

**Promote community stewardship of public streets to enhance the quality of the residential community.**

##### *Policy and Organization Recommendations*

- Discourage illegal dumping. Establish high penalties for dumping and reward the reporting of illegal activities.
- Remove trash from neighborhoods.
- Improve city pick-up service to include non-residential areas that are not otherwise serviced.

#### ***Objective 7***

**Improve deteriorated conditions (lack of lighting, derelict buildings, etc.) to encourage more pedestrian use in neighborhoods.**

##### *Policy and Organization Recommendations*

- Work with City departments including DPW and Buildings and Safety.
- Establish dialogue with the city government.
- Establish GRDC type organizations in all areas.

##### *Land Use Recommendations*

- Fix the streetlights.
- Create a pedestrian walkway from the University of Detroit Mercy to Marygrove.
- Open the Marygrove College campus for pedestrian access.
- Build pedestrian paths in parks.
- Create a pedestrian path at Puritan.

### ***Objective 8***

**Facilitate improved enforcement of signage codes to reduce visual clutter at street levels.**

#### *Policy and Organization Recommendations*

- Work with City Council.
- Educate the community as to who has responsibility in government agencies/departments.

## ***Youth Development***

### ***Goal Statement***

***Invest community resources in youth to build better neighborhoods.***

### ***Objective 1***

**Create and encourage better-maintained parks, which provide a wider variety of recreational activities for youth.**

#### *Policy and Organization Recommendations*

- Establish dialogue with city departments- publicize budgets.

#### *Financial Recommendations*

- Increase funding to the Detroit Recreation Department to appropriate seed money for rebuilding deteriorated parks.

#### *Land Use Recommendations*

- Encourage schools, corporations, church groups and neighborhood organizations to jointly adopt parks and open space.

### ***Objective 2***

**Encourage a higher level of community and institutional involvement in providing services and facilities for youth. Improve information network of existing services and programming at the neighborhood level.**

#### *Policy and Organization Recommendations*

- Promote programs at Marygrove College which can assist in youth development.
- Reactivate the Lighted Schoolhouse program which provided funding to schools to keep facilities open after school hours for community purposes.
- Improve the existing school at Pembroke. (See Quality of Life, Part C)

#### *Financial Recommendations*

- Seek funds and appropriate agency to publish and distribute a newsletter dedicated to youth issues.

#### *Land Use Recommendations*

- Recommend that Marygrove College open their campus and provide a pedestrian path for recreational use.

### ***Objective 3***

**Promote a higher level of community involvement by youth.**

#### *Policy and Organization Recommendations*

- Encourage activities through sponsoring schools, church groups, corporations, and community organizations which involve children in community improvement programs to develop a sense of community responsibility to the environments and neighborhood.
- Encourage schools and businesses to provide incentives for children who perform community service projects.
- Instill an ethic of community pride in youth. (See Quality of Life, Part A)

### ***Objective 4***

**Promote better, more responsible parenting.**

#### *Policy and Organization Recommendations*

- Encourage schools to offer parent training classes.
- Use neighborhood newsletters for parental education.
- Establish a relationship with a local hospital to help parents and children.

### ***Objective 5***

**Expand and diversify services provided by the City for young people.**

#### *Policy and Organization Recommendations*

- Request that the City Communications and Creative Services Department provide a listing of programs offered through departments such as the Recreation Department, Detroit Institute of Arts, Children's Museum, BUOY, PAL, Detroit Science Center, Museum of African American History, etc. and make available to community groups for distribution.
- Have the City form a commission dedicated to address the crisis issues facing children in the city.

### ***Objective 6***

**Promote employment opportunities, including job readiness training for youth ages 15-18 years. (See previous Jobs Centers section)**

## ***Special Issues***

### ***Goal Statement***

***Address the Tornado district as an area for opportunity.***

### ***Objective 1***

**Study the viability of rebuilding housing in the area most affected by the Tornado.**

#### *Policy and Organization Recommendations*

- Work with Christian Relief Committee.
- Assess commercial needs.

***Objective 2***

**Establish a special council to guide commercial or industrial redevelopment of the area.**

***Land Use Recommendations***

- Evaluate the market potential for rebuilding housing effected by the tornado.
- Replace deteriorated housing and build on vacant lots.
- Rehabilitate stable homes and encourage homeownership where appropriate.